
MAKING NEIGHBORHOODS SAFE:

Public Safety Priorities

The Metropolitan Police Department (MPD), Fire and Emergency Medical Services, Department of Corrections, Emergency Management Agency, and Office of the Chief Medical Examiner play vital roles in ensuring safety in our neighborhoods and fair and swift justice for our citizens. The administration believes that the development of sound public safety policies and programs must incorporate national best practices and the input of the community partners who know their neighborhoods best.

This chapter details the four major public safety areas on which the administration places its highest priority in fiscal year 2002. The emphasis on these areas reflects direct citizen input as well as the input of the local and federal public safety stakeholders in the District.

The FY2002 priorities are:

- Creating safer communities;
- Ensuring justice for victims and offenders;
- Implementing management improvements in the criminal justice system; and
- Reducing response times to emergencies and improving fire prevention efforts.

These four goals include local government initiatives and partnerships with federal partners, private and non-governmental organizations, and the faith community. Some of the goals listed above focus on improving safety within communities. Others focus on improving the management of the criminal justice agencies to administer justice swiftly, fairly, and at lower cost.

Creating Safer Communities

District residents recognize that strong communities are the vital core of a vibrant city. During both the November 1999 Citizen Summit and the November 2000 Youth Summit, District residents ranked building healthy neighborhoods among their highest priorities for District government action.

During the Citizen Summit, residents emphasized that the District must promote a greater sense of safety in communities. This focus should not only provide greater police presence in the streets, but also improve the environmental conditions that impact community morale. Citizens called for the government to retrieve abandoned vehicles, ensure adequate street lighting, and maintain the healthy physical condition of public spaces.

At the Mayor's Youth Summit, young people echoed the call for safer neighborhoods, choosing safety and violence as their number one priority. The District's public safety efforts aim to solve the short-term problems, like fixing streetlights, as they include residents and

experts in generating lasting solutions to the underlying causes of crime. The District's priorities, therefore, reflect a sharp focus on the community and support a service delivery model for public safety that reflects individual neighborhood priorities.

Figure 4-1
Perceptions of Safety by Day, 1999

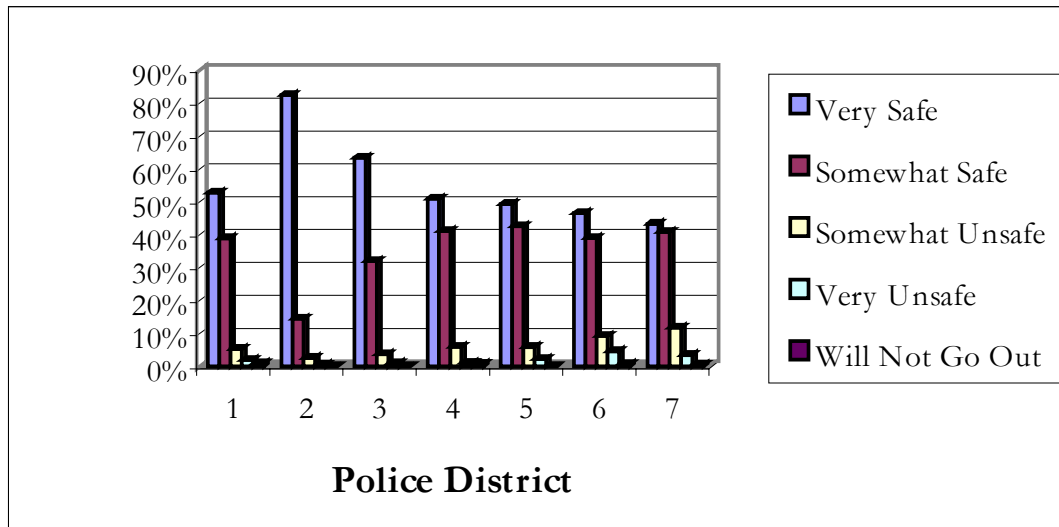
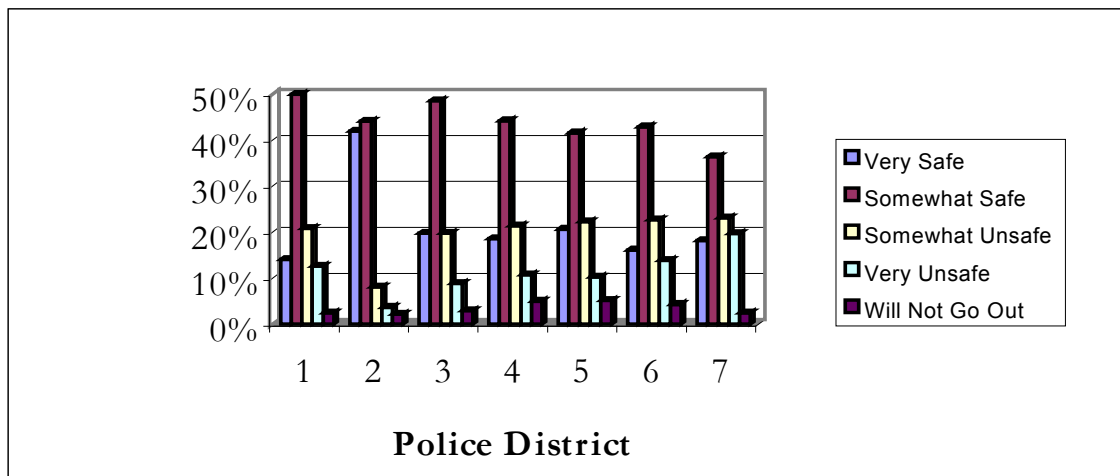


Figure 4-2
Perceptions of Safety at Night, 1999



Partnerships for Problem Solving: Bringing Communities and Police Together to Improve Neighborhoods

Effective crime policy must seek to prevent crimes, not merely respond to crimes after they occur. However, law enforcement resources are limited, so law enforcement officials must make thoughtful choices regarding the crime and disorder problems they will prioritize in a given community at a given time. The greatest obstacle for law enforcement officials is having access to both sufficient information about local crime problems and citizen input in

the decision making and prioritization process within communities. Thus, community input and crime data must both be included in decision making. Limited resources are maximized and results are delivered when these important elements are included.

Crime data from 1999 illustrates the importance of data analysis in police work. In 1999, 29 Police Service Areas (30 percent of the total number of PSAs) accounted for half of all victimizations. Crime analysis also revealed that different crimes clustered in different areas of the city. For example, in 1999, robberies were more prevalent in certain PSAs than others. The District, therefore, needs to develop distinct enforcement, control, and prevention strategies to suit the affected communities or crimes. The police in those neighborhoods, together with the community members and organizations, would need to evaluate crime trends and statistics, define the environmental and social issues that may enable the specific criminal activity, and target resources at those specific, unique problems. For MPD, this has meant tactical deployment of specialized units such as the major narcotics units, gang units, and/or mobile force to support patrol officers.

Access to objective crime statistics is only one part of the decision making process. Communities have their own priorities based on their perceptions of local crime problems and these may or may not be consistent with data. Nonetheless, they are important inputs in policy development.

The District has demonstrated success in incorporating citizen priorities in policy development at the local level. In 1997, MPD implemented a community policing-based model, dividing the city into 83 small PSAs. Officers were assigned to specific PSAs, enabling them to become familiar with local residents and local crime problems. Equally important, a lieutenant was assigned to oversee each PSA, ensuring greater accountability at the neighborhood level.

Community policing is not a program, but rather a new operating model that builds on community collaboration and priority setting at the neighborhood level. As part of its model, MPD has developed a crime control strategy called “Partnerships for Problem Solving.” This strategy involves local patrol officers working with community members to identify local crime problems and develop solutions. Partnerships for Problem Solving already has been implemented in 49 PSAs and Chief Ramsey is committed to expanding the program to all 83 PSAs in FY2001. In FY2002, the department will begin Partnerships for Problem Solving in two District public high schools.

MPD has also responded to community concerns about the number of police on the beat and their integration into the community. In FY2000, MPD had approximately 3,600 sworn officers on its police force. For FY2002, the administration has requested budget authority to increase the force up to 3,800 sworn officers. The additional 200 officers will work in the District’s 83 PSAs and will build on MPD’s Policing for Prevention strategy. Leveraging a Universal Hiring Program grant from the Department of Justice, the District will receive a subsidy to hire these new officers, reducing the total cost of these new officers (in local dollars) by approximately 66 percent.

MPD has made it a priority to ensure that its Policing for Prevention strategy is integrated with the Neighborhood Services Initiative, described in Chapter Three. In each of the seven police districts, Assistant District Commanders participate in the Neighborhood Services

Core Teams. Much like MPD's Partnerships for Problem Solving model described above, residents and city service providers come together to prioritize and solve local problems.

Neighborhood Services and the Office of the Deputy Mayor for Public Safety and Justice are also developing additional neighborhood wellness indicators to help the police and community members identify issues and track progress in their neighborhoods. Data will be collected from numerous sources, including community interviews, neighborhood inspections such as the Clean City Program, existing databases such as the Call Center system, and other non-traditional information sources such as health and welfare statistics. The goal is to make this information accessible to the public with both speed and accuracy, promoting more informed problem solving and methods to track results.

To support its data gathering and crime analysis functions, MPD is upgrading its data information systems. In FY2002, MPD will continue a three-year process to update its information technology system. This multi-year investment is intended to make information more easily accessible to officers, who can use it to prevent crime. For example, in FY2001, MPD upgraded its version of the Washington Area Criminal Intelligence Information System. The new system captures, stores, and analyzes information on criminal investigations. Furthermore, the information is available to officers at the District level, enabling them to access photographs of crime scenes or alleged perpetrators electronically. In FY2002, MPD will invest \$7.6 million in capital funds to complete its technology upgrade.

Managing High-Risk Offenders and Their Transition Back to Communities

Nationally, more than 97 percent of those who enter prisons eventually return to a community.¹ Research demonstrates that incarcerated individuals who return to the community from prison are at high risk for recidivism. Sixty-two percent of released state prisoners are rearrested within three years and 41 percent return to prison or jail.² Because of the increased incarceration rates of the past decades, greater numbers of offenders are returning to our communities from prison than ever before. The table below details the number of parolees under supervision in the District during 2000.

In another attempt to keep the crime rate down, the Metropolitan Police Department is partnering with other justice agencies to focus on high-risk populations. In November 1998, MPD began a pilot partnership program in one PSA with the local probation and parole agency, Court Services and Offender Supervision Agency (CSOSA). That community supervision program paid off: the PSA experienced a 35-percent reduction in reported Part I crimes.

Community supervision is the natural corollary to community policing. In this strategy, CSOSA works with PSA officers to share information regarding offenders under supervision in the community. Together, MPD and CSOSA officials conduct joint supervision activities such as home visits, and provide drug treatment and counseling. This collaboration increases the accountability of high-risk individuals and reduces opportunities for offenders to recidivate. This program will be fully implemented in every PSA by the end of 2001.

¹ Petersilia, John, "Prisoners Returning to Communities: Political, Economic, and Social Consequences," May 2000.

² Beck, Allen, "State and Federal prisoners returning to the community: Findings from the Bureau of Justice Statistics, April, 2000.

In addition to enhancing coordinated supervision, the District intends to integrate other social services to facilitate the reentry process for offenders. The administration will work to connect offenders under the supervision of CSOSA and those recently released from the District of Columbia Department of Corrections with welfare-to-work job training programs under the Department of Employment Services.

Reducing Substance Abuse and Open-Air Drug Markets

Substance abuse has numerous deleterious effects on neighborhoods and their residents. Open air drug markets and other associated criminal activity erodes neighborhoods, and keeps residents from feeling safe in public spaces. The Metropolitan Police Department intends to continue its efforts to close open-air drug markets and reclaim public space for residents. One set of essential strategies for producing those results is to ensure drug testing and treatment to people under justice supervision to prevent their future involvement in criminal activity.

Table 4-1

Number of Parolees Under Supervision in the District in 2000
(by month)

Month	Active	Monitored	Combined
January	2,811	680	3,491
February	2,768	924	3,692
March	2,806	928	3,734
April	2,736	973	3,709
May	2,703	867	3,570
June	2,620	624	3,244
July	2,781	696	3,477
August	2,831	734	3,565
September	2,758	775	3,533
October	2,798	709	3,507
November	2,969	812	3,781
December	3,145	689	3,834
Average	2,811	784	3,595

The administration intends to buttress enforcement efforts with demand reduction strategies that focus on education and the provision of appropriate treatment. The administration, therefore, continues to work in partnership with the federal agencies that are responsible for providing offender supervision throughout the justice system. The Addiction Prevention and Recovery Administration provides treatment slots for offenders who are not placed in sanctions-based treatment through the justice system. As described in Chapter Ten, the District intends to reduce the number of drug-addicted residents by 25,000 by the end of five years. Breaking the cycle of addiction and abuse is critical to breaking the cycle of crime.

Ensuring Justice For Victims and Offenders

Despite the dramatic drop in crime in the District over the past ten years, there were approximately 14,800 violent incidents reported in the District in 1999. Therefore, as MPD and other criminal justice agencies work with stakeholders and communities to design strategies to prevent crimes, they must also respond when a crime has taken place. Ensuring

swift, capable police intervention is, for many residents, the sign of a strong city. Criminal justice agencies in the District are responsible for investigating incidents, apprehending suspects when identified, and maintaining contact with victims of crime throughout the investigation of their cases.

While citizens want assurances that offenders are brought to justice, they also want to see authority exercised with proper discretion. The powers to arrest, prosecute, and incarcerate individuals represent the government's highest authorities and must be used judiciously.

Responding to Victims' Needs

Victims of crime are frequently put in the position to navigate an unfamiliar and opaque criminal justice system that focuses disproportionately on offenders. The success of criminal justice agencies is generally measured in terms of arrest and prosecution rates, not on how well it serves the needs of victims of crime. Many victims do not know where to identify resources to help them recover physically, emotionally, or financially from the trauma of victimization. The District currently has a very limited network of victims' service providers to which victims may turn for assistance.

In addition to access to services, crime victims often want information about the status of their cases. MPD serves an important role not only in apprehending suspects but also in providing crime victims this information.

The administration plans to enhance victims' services with a focus on both new programs and internal department changes. In FY2001, the District received approximately \$18 million in surplus from the Crime Victims Compensation Fund, approximately \$3.5 million of which may be used to enhance victim services in the District of Columbia. These funds will be used to work with local service providers, local prosecutors, and the courts to develop and implement a coordinated victims service system. The victims' service system will include a centralized Victims Services Coordinator who can connect victims of crime with available resources. Additionally, a portion of this money will be used in the short term to increase the local supply of services available to victims through direct grants to service providers. The District will also continue to work with federal legislators to lift restrictions on the remaining funds so that they too can be used to enhance the victim service capacity in the District.

Throughout FY2002, MPD will also improve its internal capacity to respond to victims of crime. In February 2001, MPD conducted its first crime victim survey. This survey, which will be conducted biannually in the future, will accomplish three goals. First, it will provide MPD with baseline data against which to measure progress. Second, it will enable victims to communicate their expectations directly to police. Finally, because new recruits will be conducting the survey, it will serve as a valuable training instrument, sensitizing new officers to the needs of victims as officers begin police service.

Improving the Homicide Closure Rate

Increasing the department's homicide closure rate is a top priority for the MPD. Succeeding in this area will not only provide citizens with a greater sense that justice is being served, but will also serve as both a specific and general deterrent to future criminal activity.

In 1999, the average closure rate for the District of Columbia mirrored similarly populated cities at 61 percent. In 2000, however, the preliminary homicide closure rate in the District went down to 57 percent.

In support of this goal and as part of the government centers initiative, the administration is requesting approximately \$75 million in capital funds from FY2002 through FY2006 to begin the design and construction of a new, state-of-the-art municipal forensic laboratory. This laboratory will house all of the functions of the Office of the Chief Medical Examiner, the MPD Crime Labs, and selected public health labs. Specifically, this laboratory will house firearms identification, biological evidence testing, and energetic materials analysis, among many other functions that enhance both MPD's pro-active and reactive operations, by improving investigative work and increasing the department's ability to identify perpetrators of crime.

In addition to the new municipal forensic laboratory, an in-house toxicology laboratory will be created in the Office of the Chief Medical Examiner. This will allow the Chief Medical Examiner to expedite autopsies and provide critical information to police investigations.

MPD is also instituting a number of management reforms to complement the investments listed above. The department has developed a new set of homicide investigative procedures and new enabling technologies, and is increasing the number and specialization of investigators.

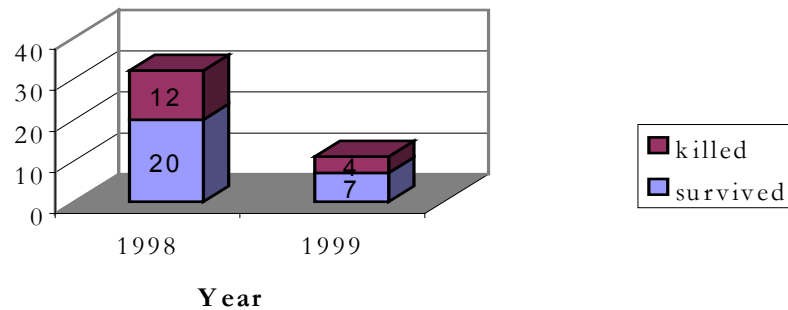
Increasing Public Confidence in the Police

MPD is looking for ways to increase public confidence in the agency, particularly among young people who express the most cynicism. The Department recognizes that while MPD must bring offenders to justice, it must also consider the concerns of the citizens that it serves and listen to community concerns about being treated with respect. This has been a particular concern of youth, as voiced by many young people at the Mayor's Youth Summit.

At that November 2000 summit, youth expressed frustration with their interactions with police and provided suggestions as to how their relationships might be improved. In response to those suggestions, MPD is now establishing a Youth Advisory Council to provide guidance to the Chief of Police. Metropolitan Police Department plans to expand this program into all seven police districts in FY2002.

Another key aspect of the police-community relationship lies in the MPD's management of use of force. In the last two years, the department has made great strides in reducing the incidence of excessive force by officers. In fact, shootings resulting in deaths or injuries have dropped 78 percent since 1998.

Figure 4-3
Police Shootings



MPD is seeking to monitor more closely and further reduce its use-of-force to build on this progress. Officers' excessive use-of-force can be a product of inexperience or insufficient training. Additionally, in FY2002, MPD is seeking to access the Federal Law Enforcement Training Center. Leveraging this federal resource, MPD will be able to better train its officers at the newly constructed, state-of-the-art firing range, which includes simulations in urban settings and classroom courses.

Complementing those efforts is the creation of a new Office of Citizen Complaint Review. The new office began receiving cases in January 2001 and is increasing its capacity to receive grievances against officers for all statutorily defined offenses. This new organization will provide a forum for imposing greater accountability on officers while engendering better and more respectful relationships between police and the community.

Implementing Management Improvements In the Criminal Justice System

From arrest through prosecution to release into the community, there are numerous agencies with responsibility for administering justice in the District. These agencies include MPD, Superior Court, Office of Corporation Counsel, United States Attorney's Office, Public Defender Service, Court Services and Offender Supervision Agency, and Youth Services Administration. Effective processing of people through the justice system requires high levels of effective collaboration.

Each of these agencies relies on – and places demands on – the resources of the other agencies. For example, both the court and prosecutors require police officers' time during interviews and hearings to prosecute cases successfully. Furthermore, justice agencies rely on information from other agencies to manage their own caseloads and to accomplish their operational missions. For example, MPD's crime control strategy relies heavily on information from parole or probation agencies regarding offenders in the community. The United States Parole Commission, the District's local paroling authority, requires original arrest documentation from MPD and other pre-sentence reports from multiple agencies. Without coordination, this high level of organizational interdependence can result in process inefficiencies, information gaps, and administrative burdens.

Each of the more than one dozen justice agencies has a valuable role in ensuring public safety. If these agencies collectively set priorities, coordinate strategies and focus resources, they leverage their independent capacities to produce improved outcomes. For example, the

police have a limited capacity to make arrests and, therefore, must make decisions regarding priorities. Prosecutors choose which cases to prosecute, and probation and parole officers must decide which offenders will receive the highest levels of supervision. If each agency works independently, it becomes difficult to enact system-wide policy goals. This is one of the goals of the Criminal Justice Coordinating Council.

Criminal Justice Coordinating Council for the District of Columbia

The Criminal Justice Coordinating Council for the District of Columbia (CJCC), chaired by the Mayor, was established by Memorandum of Understanding in 1998. The CJCC, funded by the District of Columbia's Financial Responsibility and Management Assistance Authority until September 2000, has lost its funding and has no dedicated staff support. As a result, its activities have been scaled back considerably.

The administration is requesting a budget enhancement of \$169,000 to fund dedicated support for the CJCC, in order to continue its earlier track record of success.

CRIMINAL JUSTICE COORDINATING COUNCIL MEMBERSHIP

- Mayor, District of Columbia (Chair)
- Chair, Council of the District of Columbia
- Chair, Judiciary Committee, Council of the District of Columbia
- Chief Judge, District of Columbia Superior Court
- Chief, Metropolitan Police Department
- Director, District of Columbia Department of Corrections
- Corporation Counsel, District of Columbia
- Director, Youth Services Administration
- Director, Public Defender Service
- Director, Pretrial Services Agency
- Director, Court Services and Offender Supervision Agency
- United States Attorney for the District of Columbia
- District of Columbia Corrections Trustee
- Director, Federal Bureau of Prisons
- Chair, United States Parole Commission
- Chair, District of Columbia Financial Responsibility and Management Assistance Authority
- Board Member for Public Safety

The administration and member agencies are eager to have the resources to resurrect the CJCC and empower it to take on more responsibility. Members recognize the need for an organization that can pull together the fragmented justice community in a shared mission, while respecting the autonomy of the individual member agencies. There is outside validation of the effectiveness of this approach as well. In spring 2001, the General Accounting Office released a report recommending funding of the CJCC, perhaps even by Congress.

The CJCC was created to play two important roles. First, it provides a forum in which the criminal justice principals in the District can set citywide priorities. Second, it brings agencies together for longer-term planning and problem solving.

Among its past accomplishments, the CJCC was able to respond to the perceived crisis in the halfway house system, stemming the tide of abscondences and reforming the system that responds to them when they do occur. Additionally, the CJCC sponsored the development of a new risk instrument for helping manage the risk of defendants who are released pending trial. The CJCC also led the effort to analyze the fingerprinting protocols in the adult justice system and implement new procedures for fingerprinting additional charge categories that MPD defined as essential to their crime control strategies.

Two significant long-term projects discussed below stem from the work of the CJCC and continue in FY2001, supported by other funding sources. The administration's budget will continue to support these two projects and the many others that CJCC members are eager to resurrect.

District of Columbia Justice Information System

One of the greatest obstacles to coordinating multiple agencies is a lack of information. As in any criminal justice environment, justice agencies in the District of Columbia must make timely, well-informed decisions based on accurate and complete data, frequently requiring information from other justice agencies. For example, the Department of Corrections must make decisions daily regarding the classification, housing and treatment of pretrial defendants and convicted offenders. Each of these decisions would ideally involve information from MPD's arrest report, pretrial assessments, prosecutorial direction, lessons from criminal history, results of earlier parole processing, and information from any earlier incarcerations.

However, the current information systems maintained by justice agencies within the District systems are not integrated. It is difficult and, in some circumstances, impossible to access necessary information in a timely manner. Many information exchanges are labor intensive, time consuming, inconsistent, often manual, and sometimes impossible. The CJCC envisioned a solution to information exchange challenges – a District of Columbia Justice Information System (JUSTIS). JUSTIS would serve as a central information-sharing facility for all local and federal justice agencies within the city.

In FY2001, the justice agencies, in partnership with the Office of the Chief Technology Officer, completed a proof of concept for the system, investing approximately \$600,000 in a seven-month project to demonstrate the effectiveness of an integrated information system. The project will move to phase two in spring 2001, and the District is leveraging approximately \$1.6 million of its federal grant funds to expand the JUSTIS system into FY2002. The CJCC was able to produce an integrated, cost-effective solution in just under 18 months.

When fully developed, JUSTIS will provide connections between people and information (information inquiry applications and search engines), connections between people and people (collaboration, secure email), and connections between information and information (data transfer, data scrubbing, notification).

Case Flow Management

On behalf of the CJCC membership, the Office of the Corrections Trustee appropriated funds to support the implementation of several CJCC-designed reforms that will speed the disposition of cases and reduce the resource burden on the police department and others. Metropolitan Police Department's Papering Reform Initiative, piloted in FY2001, to fully

implemented in FY2002, is an MPD-Office of Corporation Counsel collaboration designed to streamline the charging process. This initiative will enable MPD officers to stay on the streets, while prosecutors receive the same, or better, information to successfully prosecute their cases.

Reducing Response Time to Emergencies and Improving Fire Prevention Efforts

One of the core functions of both MPD and Fire and Emergency Medical Services (FEMS) is to protect the lives of the public while reducing risk to public safety officers. In FY2002, MPD and FEMS are implementing programs designed to enhance the life-saving capacities of their organizations.

Reducing Response Times for Advanced Life Support

The Fire and Emergency Medical Services Department provides a broad array of services involving both quick response time and technical expertise. Between 70 and 80 percent of the nearly 140,000 calls for service annually are medical calls, ranging from minor medical problems to life-threatening situations. At the same time, in FY2000 there were 14 civilian fatalities, 69 civilian injuries, and 809 structure fires, which also required the department's attention.

FEMS currently provides two types of emergency medical services: basic life support and advanced life support. To provide these services, FEMS employs emergency medical technicians (EMTs) and paramedics to staff its 30 ambulances and 33 engines. In FY2002, the department intends to enhance its medical response services by reducing 911 response times to under eight minutes for life threatening medical emergencies in 80 percent of cases. There are two initiatives designed to accomplish this: 1+1 staffing and paramedic engine companies.

The department currently has 30 ambulances, approximately half of which are staffed by EMTs and provide basic life support and the other half of which are staffed by paramedics and provide advanced life support. FEMS' proposed 1+1 staffing plan will effectively double the number of ambulances available to provide advanced life support in the District, which, in turn, will reduce response times to life-threatening emergencies. Under this plan, the department will begin in FY2001 to staff all of its ambulances with one paramedic and one EMT-Intermediate. The additional training costs associated with this program are included in the training enhancement mentioned above.

In addition to the 1+1 staffing plan, FEMS is implementing additional paramedic engine companies, which will also increase the ALS provision capacity in the District. In FY2001, the department implemented a pilot project, strategically placing a paramedic on six of the 33 engine companies in the city. Currently, the paramedic engine company response time for critical calls for help is approximately 6 minutes and 30 seconds. Under this initiative, FEMS plans to staff at least 12 paramedic engine companies in the District in FY2002. These paramedic engines will be deployed to support the 1+1 staffed ambulances, thereby providing a second paramedic on scene to provide support in life-threatening emergencies. Implemented jointly, these two programs should decrease response times and guarantee a consistent level of emergency medical service throughout the District.

There are additional staffing costs for adding paramedics to engine companies. Four firefighters are required to staff an engine truck and adding a paramedic increases the cost per truck. To limit costs, therefore, the Department intends to implement a dual role cross-training program starting in FY2001. Essentially, FEMS will cross-train paramedics as firefighters. Thus, engine companies will have four total personnel and the flexibility to respond to fires or to provide advanced life support. By training existing paramedics employees as firefighters, FEMS will decrease the overall expenditure associated with the 1+1 staffing program and increase the number of firefighters in the department, to reduce overtime costs.

In FY2001, the administration will submit legislation to the Council to enable the dual role cross-training program to advance. This legislation is required because District of Columbia Code currently requires that all entry-level firefighters start at the same pay level. Therefore, a paramedic employed by the department who passes the firefighting examination and is selected to be a firefighter might have to take a cut in pay to make the transfer (if the paramedic has a higher salary than the entry-level firefighter position). A change in the law is necessary to allow FEMS to match the salaries of the transferred, cross-trained paramedics. A second reason legislation is required is to enable transferred paramedics to buy in to the firefighter's pension fund, based on prior years of service. The transferred employee would be required to pay the full costs of the contribution (including the employee contribution and the District contribution) in order to buy in. Finally, firefighters receive longevity pay. Legislation is necessary to allow transferred paramedics to receive credit for their prior years of service toward their longevity pay.

Like FEMS, the MPD must invest in its emergency response capability. The MPD 911 system is antiquated and cost inefficient. As part of the District's move toward a Unified Communications Center, FEMS and MPD are co-locating their emergency dispatch services in the FEMS McMillan Drive facility. As part of this move, both agencies are upgrading their technologies and working together to integrate their call-taking and dispatch operations. This investment will ensure high quality, reliable response and dispatch.

Fire Prevention Efforts

FEMS aims to reduce the numbers of fires in the District by five percent in FY2002. It will accomplish this by focusing on increasing its arson closure rate by 20 percent, increasing the number of building inspections by 10 percent, and educating nearly 20,000 citizens on fire prevention. FEMS also will target fire safety and prevention education to the high-risk populations, particularly the elderly. In FY2002, FEMS will provide education to at least 100 senior citizen organizations and expand the "Are You Okay?" citizen call-back program to include 300 residents.

In addition to responding to fires and medical emergencies, FEMS has a responsibility to prevent fires. In FY2000, 16,415 civilians received public safety fire education. FEMS has continued its public safety education campaign throughout the first part of FY2001, because the department knows that additional fire safety and prevention training will reduce the human and property costs associated with fire. In FY2001, there are only three FTEs dedicated to educate citizens, workers, students and occasionally visitors in the District about the threat of fire in the nation's capital. The Mayor and City Council should investigate sources of additional funding to support fire safety and prevention training and citizen outreach and education activities.

Conclusion

In FY2002, the District will continue to identify and implement quality initiatives that address public safety concerns of importance. By working with residents to prevent crime and reduce fear of crime, ensuring that victims are served and offenders are brought to justice, and responding to medical emergencies rapidly, the public safety agencies of the city will provide improved services. At the same time, by focusing on coordinating efforts of the justice agencies, the District will continue to make government work better, providing a more effective and efficient justice system.